

## **Kansas State University Program Review - 2006**

### **THE COLLEGE OF BUSINESS ADMINISTRATION**

The College of Business Administration offers quality degree programs at both the undergraduate and the master's degree levels that prepare students to become successful business professionals in an increasingly diverse global workplace. The vision of the College is to be the school of choice for the best students in the region and to be a school that attracts highly quality students from not just within the USA but from around the world. Furthermore, the college plays an integral role in the university's top-ten land grant effort by focusing on innovative niche areas that would enhance its regional and national reputation. The College of Business has established five new strategic focus areas that will drive the academic goals in the college for the coming years. Specifically, these focus areas are; (1) center for leadership in innovation and commercialization, (2) integrated investment management, (3) business citizenship and social responsibility, 4) international supply chain management, and 5) geospatial information systems in business.

The **College of Business Administration** provides a balanced program for general education and professional study in business administration and accounting. The College has a total of three degree programs: the bachelors of science in business administration (BSBA) degree with majors in accounting, finance, general business, management, management information systems, and marketing, a master's in business administration (MBA) degree with concentrations in management, finance, technology entrepreneurship, and enterprise information systems, and master's of accountancy degree (MAcc). The college also offers a minor in business administration to non-business majors and a certificate in international business at the undergraduate level. The college has two certificate programs at the graduate level; certificate in organizational leadership and certificate in business administration. The two graduate certificates are offered online via distance. The degree programs in business offered by the College of Business Administration are accredited by AACSB International – The Association of Advanced Collegiate Schools of Business. The College will be due for re-accreditation by AACSB International in 2008-2009 academic year and efforts are being made to see that the College successfully attains AACSB re-accreditation. The College is among 12 percent of US business schools that are accredited at both the business and accounting programs by the AACSB International and continues to be academically strong and has great student appeal.

The academic programs in the College view the business firm as a vital social, economic, and political institution. The college organizes instructional activities around two themes: 1) the businessperson as the manager of operations and decision maker in a particular firm and 2) the businessperson as one who must analyze and adapt to the larger economic, social, and political environment of which he or she and the firm are integral parts. Both

subject matter and instructional techniques focus on decision making and implementation of decisions through critical and creative analysis. At the undergraduate level, the College of Business Administration seeks to produce graduates with a broad education in the arts, sciences, and humanities; a solid knowledge and understanding of the functioning of the business world; sufficient knowledge and skill in a field of specialization to obtain positions in business; and the proven ability to think creatively and analytically in order to progress into positions of greater responsibility.

Students entering the College for the first time must enroll in the business administration pre-professions program (BAPP). Students with previous academic work (either at K-State or elsewhere) requesting transfer to the College must have a 2.3 transfer grade point average (GPA) and enroll in the BAPP curriculum. The BAPP program provides course work in communications, mathematics, social sciences, humanities, and natural sciences. The purpose of the BAPP curriculum is to help students develop the descriptive and analytical foundation necessary for the study of business administration. Students in the BAPP are not counted as majors in any degree program. Upon completion of 45 credit hours, student can elective to declare their majors in one of the five majors offered in the College. To declare a major, student must earn at least 45 hours of credit and maintain a GPA of 2.5 in courses taken at K-State. Students must attain a GPA of 3.0 for admittance into the accounting program and maintain a GPA of 2.5 in all accounting courses. All students should declare their major by the time they complete 60 hours. Transfer students must earn a K-State GPA of 2.5 in their first 15 hours to be admitted into their major (degree-track). Upon admission into their major, student will be required to complete the remainder of their business core courses and courses in the major (degree-track). The BSBA degree requires a minimum of 126 credit hours.

The Department of **Accounting** at Kansas State University is a quality general business, and accounting educational program at the undergraduate and master's levels. This program prepares students to become both productive citizens and successful professional accountants. The focus of the faculty of the Department of Accounting in achieving its mission is on maintaining a responsive accounting program that provides students with sufficient technical and conceptual knowledge for a successful career in accounting as well as with the problem-solving and communication skills necessary to apply their knowledge in a professional setting. To maintain such a program, the faculty of the Department of Accounting is committed to and considers its highest priority high-quality teaching, innovative curriculum and other instructional development. The faculty is also committed to research and other forms of scholarly activity that add to the body of knowledge or support and foster improvement in teaching. In addition, the department is committed to participation in professional service activities that advance the profession and maintain the faculty's professional currency in the field. Furthermore, to maintain such a program, the faculty of the Department of Accounting is committed to attracting and retaining highly motivated students with promise of success both in the Department's academic program and in the accounting profession. To this end, the faculty actively engage in student recruitment and placement, and strives to provide a supportive instructional environment.

The BSBA degree with a major in accounting is essential to the mission of Kansas State University, a comprehensive, land grant institution serving the students and the people of Kansas, the nation and the world. The Department of Accounting provides highly skilled and knowledgeable graduates who are demanded by local, state, regional, national, and global businesses as well as not-for-profit organizations. KSU accounting graduates possess specialized knowledge in the areas of audit, tax, managerial, and financial accounting. In addition, accounting graduates possess critical thinking, communication and research skills which are critical for individuals to succeed in today's global economy. Without this major, the state of Kansas and regional firms will not have access to sufficient numbers of graduates with these critical skills. The programs, undergraduate and graduate, also provide students with the opportunity to complete all of the requirements to sit for the CPA exam (150 hours).

The master's of accountancy (MAcc) curriculum is a 30 credit hour program that requires 15 hours of accounting, 6-9 hours of business electives and 6-9 hours of non-business electives. Students without prior or complete business and accounting training must acquire basic competency in a business core. The objective of the program is to provide candidates with a greater breadth and depth in accounting than is possible in the baccalaureate program in preparation for careers as professional accountants in financial institutions, government, industry, nonprofit organizations, and public practice.

The Department of Accounting has established 10 student learning outcomes for the undergraduate program and 4 learning outcomes in the graduate (MAcc) program. These learning outcomes encompass both accounting and general business outcome measures.

The Department of **Finance** offers the BSBA degree with a major in finance. Student majoring in finance can elect to specialize in financial management, financial controllership, or financial services. The finance department also supports the college's two masters degree programs (MBA and Masters in Accountancy). The Department of Finance at Kansas State University is the only department in the state and the region to offer this specialization. On average, about 34% of the finance majors are in the Financial Management track, 42% in Financial Services, and the remaining 24% in Financial Controllership. The finance major produces graduates that are highly skilled and knowledgeable and are demanded by local, state, regional, national, and global businesses as well as not-for-profit organizations. Graduates of the college who major in finance have specialized skills in conducting financial analysis, valuation of both real and financial assets, investment and financing decision making, and analysis and management of financial risk. They are knowledgeable in the functions and operations of financial markets and institutions. Without this major, the state of Kansas and regional firms will not have access to sufficient numbers of graduates with these critical skills. Finance majors are expected to develop a broad understanding of business management, accounting, economic theory, management information systems, and quantitative techniques. Effective written and oral communication skills and the ability to work in groups are essential for a successful career in finance.

We recognize that as part of the state's only land-grant university, our primary mission is to serve the people of Kansas. We also recognize and value diversity and the role that Kansan's play in the global economy. In this context, there is a need to provide our graduates with not only a core body of knowledge of finance principles, theory, and application, but to also to provide them with a curriculum that is entrenched in interpersonal skills, communication skills and multicultural awareness. Consequently, we offer a broad range of elective courses organized in three tracks (financial management, financial services, and financial controllership).

Student majoring in finance have been assessed on the following criteria: understanding and knowledge of finance, acquiring skills for working in teams, acquiring problem solving skills, acquiring presentation and communication skills, and overall professionalism. Overall, the survey results indicate that the vast majority of students view their knowledge in the assessed area to be either adequate or more than adequate. The department is in the process of implementing a new student learning outcomes assessment plan.

The Department of **Management** is the largest department in the college in term of faculty teaching equivalent (FTE). The department offers the BSBA degree with majors in management and management information systems. The management major has three emphases (tracks) in general management/entrepreneurship, human resource management, and operations and supply chain management. The distribution of the majors in management is as follows; 72% in general management/entrepreneurship, 20% in human resource management, and 8% in operations and supply chain management. The department also supports the college MBA program by teaching a number of the core and elective courses.

The undergraduate curriculum in operations and supply chain management is very unique, with a mix of electives focusing on improving operations and supply chains through improved quality, addressing bottlenecks and conflicts, and project management. The department plans to utilize local ties to the Council for Supply Chain Management Professionals to develop an academic/practitioner program for supply chain and logistics professionals. While our curriculum in human resources is fairly standard, we have added an elective course in the management of diversity in the workplace. The MIS curriculum is also fairly standard, with the exception of our interactive networking lab that allows students to develop hands on skills in the structure and maintenance of a network lab environment. In addition, our MIS faculty members bring real world projects into the classroom so that students will have portfolios of "real" work to show to recruiters during the interview process. The MIS students that graduate through the program are very competitive among peer institutions in the region.

The mission of the Department of Management is to shape tomorrow's leaders through relevant, ethical, and innovative management scholarship. The department aims to be recognized as the leader in undergraduate management education in Kansas by striving for quality in intellectual contributions, teaching and service activities. Intellectual contributions include basic and applied scholarship and instructional development. These

activities support and foster continuous improvement in teaching and hence are inseparable from it. Within the area of intellectual contributions, the department seeks to balance between basic scholarship, applied scholarship and instructional development, while again providing sufficient flexibility to accommodate the unique objectives of each program. These contributions address both domestic and global management environments and are disseminated in the classroom, scholarly and applied journals, professional conferences, books and continuing education courses. Quality teaching goes beyond merely emphasizing a body of knowledge. The academic programs in the department help students develop a sense of value; an appreciation of the diversity of their world; and ability to work with others and to communicate effectively; the skill to solve complex and ambiguous problems and a belief in lifelong learning. To maintain the relevance and high quality of both majors (management and MIS), the department continuously review and improve its curriculum.

In 2004, the department established four student learning outcomes (SLO) for Management majors and three for MIS majors. These SLOs are intended to complement those of the College of Business Administration. The SLOs for the management major are to understand key concepts, theories and practices important to the management of organizations, diagnose organizational situations and develop decisions and managerial actions that enhance organizational effectiveness, identify methods to obtain, and use quantitative as well as qualitative data to solve problems and make effective management decisions. The SLOs for the MIS major are apply knowledge of MIS to enhance organizational effectiveness, demonstrate understanding of organizational aspects of the information systems development life cycle, and develop an understanding of and apply technical aspects of management information systems, especially those related to the development of information systems. Assessments of the student learning outcomes are in progress and efforts have been put in place to utilize the results of the assessments for program improvement.

The Department of **Marketing** offers a BSBA degree with a major in marketing. The mission of the Department of Marketing is to generate, disseminate, and apply marketing knowledge by engaging in high quality teaching, research, professional service, and professional development activities. The department strives to be recognized as the leader in undergraduate marketing education in Kansas. To accomplish the mission, the department strives for quality in intellectual contributions, teaching and service activities. Without this major, the state of Kansas and regional firms will not have access to sufficient numbers of graduates with these critical skills. Dual majors and degree programs are encouraged. Additionally, the department supports the two master's level degrees (Master of Business Administration – MBA and Master of Accountancy – MAcc) by providing one 800 level core MBA course, one 800 level MBA elective, and four 600 level courses which can be taken by MBA and MAcc graduate students in their program of study.

This degree with a major in marketing provides highly skilled and knowledgeable graduates who are demanded by local, state, regional, national, and global businesses as well as not-for-profit organizations. KSU marketing graduates possess specialized

knowledge in the areas of consumer behavior, marketing strategy, marketing research, international marketing, retailing, personal selling, sales management, business marketing, and marketing management which are critical the success of businesses in today's global economy. The curriculum provides students with opportunities for advancement in professional marketing careers in organizations.

The marketing faculty members are expected to engage in the broad areas of teaching, research, service and professional development. Teaching and research are given the major emphasis, although the weightings for individual faculty members may vary by responsibility and rank. The weights and individual faculty goals are determined at the beginning of each calendar year, and are mutually agreed upon by the faculty member and department head.

The department is actively engaged in the assessment of student learning. The department has developed measures to assess student learning and administering these measures to appropriate student groups. The data will be analyzed and evaluated for potential changes that will increase student learning in the marketing department.

The **Master of Business Administration (MBA)** program spans the college and is designed to provide professional graduate business education to individuals who wish to pursue a variety of administrative careers in both the private and public sectors and engages the faculty from all departments. The theme of the curriculum is *intrapreneurship* which can be defined as an "entrepreneurial attitude and approach to management and problem-solving within any organization, large or small." Throughout the program, the focus is "what one needs to know to run a business" while developing the ability to analyze all types of business situations and propose appropriate, creative and financially sound solutions. The curriculum combines conceptual, analytical and experiential approaches to learning both in and out of the classroom. Once the foundation of basic problem solving tools and knowledge in each functional area is established, the program deepens the interdisciplinary understanding of problem-solving approaches and their functional, ethical, environmental, and international ramifications. The program then culminates with a required capstone practicum. This practicum makes the K-State MBA unique in the area, by providing an interdisciplinary, team-based consulting-type of experience for all students in their last semester of study. Before beginning the MBA course work, students must acquire basic competency in the core areas of business.

The MBA program is 52 credit hours with most full-time students taking four semesters to complete the degree. The MBA program has four concentrations in areas of 1) Management, 2) Finance, 3) Technology Entrepreneurship, and 4) Enterprise Information Systems. The program consists of 24 credit hours of business core, 9 credit hours for the advanced core, and 7 credit hours for the integrated core with 12 hours of electives in their area of concentration. The enrollment has fluctuated between 69 and 86 students over the last five years with an average of 78 students. The MBA program has recruited quality students over the last five years. The average Graduate Management Admission Test (GMAT) test score is 548 and the average GPA is 3.48 over the 2001 to 2005 time period.

The placement of MBA students in the past few years has been outstanding with international students (five of six were gainfully employed at graduation) who sometimes have a difficult time if the job market is weak. A review of the employers that hire our MBA students show that national firms come to our campus including many consulting firms such as Ernst & Young and Deloitte Touché. Students who have quantitative (finance concentration) or software skills (information technology skills) are highly desired and enjoy a much higher starting salary than MBA students with non-quantitative skills. The average starting salary for MBA student over the past five years is \$50,156 with a range of \$47,150 to \$54,070.

The College of Business Administration also offers two online (distance) graduate certificates in organizational leadership and business administration.

The **Masters of Accountancy (MAcc) degree** program requires 30 credits hours with 15 credit hours accounting courses, 6 to 9 credit hours business elective courses, and 9 hours of non-business elective courses as the standard program of study. Admission standards to the MAcc program are GMAT score of 500 and an advanced GPA of 3.00 (last 60 hours of undergraduate classes.). The average GMAT score over the past five years (2001-2005) is 544 with a range of 512 to 573. The average GPA is 3.49 with a range of 3.39 to 3.55 over the five year period. The current capacity of the program with existing graduate faculty is between 65 and 70 graduate students. However, the five-year average (2001-2005) of the MAcc program is 53 with a range of 48 to 58. One explanation for the less number of students in the MAcc program is the high demand for our accounting undergraduates from K-State. The Accounting Department has encouraged their accounting students to consider going for a five-year MAcc degree as opposes to the 4+2 MAcc program.

The quality of the graduate students can be seen by the placement rate at graduation and starting salaries. The rate of placement for graduates is extremely high. For example, the last two years, the placement rate was 97% and 96% percent at graduation, respectively. The average salary of MAcc graduate over the past five years is \$40,932 with a range of \$39,628 to \$42,395. The number of MAcc graduates are uneven from year to year because of the number of part-time students fluctuates and some MAcc students will take 3 semesters to finish their program of study instead of the more standard two semesters and summer school or intersession classes.

This review process involved the input of numerous faculty members, working at the departmental and college levels, including the graduate school. Individual department reports were prepared under the direction of the respective Department Head, with input from the College Committee on Planning (CCOP). College level review of the reports was accomplished by a team of faculty and administration composed of all members of the College Committee on Planning, all College representatives to Faculty Senate, the Department Heads, and the College Dean.